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BRIEF HISTORY OF SCHOOLS AND TRAINING UNDER COI, OSS, SSU, CIG, AND CIA

I. THE COORDINATOR OF INFORMATION (COI) -- 11 July 1941 to 13 June 1942

Training under COI was conducted by Special Activities/Bruce (SA/B) (predecessor of SI Branch of OSS) and Special Activities/Goodfellow (SA/G) (predecessor of SO Branch of OSS). SA/B was concerned primarily with preparing agents for espionage, principally under conditions prevailing in neutral territories. SA/G training was designed to prepare personnel for various forms of sabotage, and to establish simultaneously a program and physical facilities which could be adapted to the training of guerrilla units when authorization therefore should be secured. The content and general plan for these courses was greatly influenced by what officers learned from attending British schools.

II. THE OFFICE OF STRATEGIC SERVICES (OSS) -- 13 June 1942 to 1 October 1945

Organizational Administration. When COI was abolished, and OSS established, the tendency for SA/B and SA/G to find considerable value in each others' training courses had already appeared. It thus became evident, shortly after the establishment of OSS, that training for all OSS branches should be centralized, and the various types of training subdivided within one branch, so that trainees could secure more readily any type of training pertinent to their missions. Coordination was first attempted by establishing a Training Directorate, composed of three, then later four, men. More effective results were achieved, however, after the Schools and Training Branch was established on 3 January 1943. Responsibility for training was thus placed under one individual who possessed the status of a branch chief (see chart #1). Temporary changes occurred thereafter in an attempt to meet new administrative difficulties. Finally, on 26 May 1944, the last major administrative change was effected. In order that S&T might be in a position to maintain independence in dealing with the various branches it served, a Deputy Director, Schools and Training, was appointed to whom the Chief of S&T was to report. The Deputy Director was directly responsible to the Director and Assistant Director of OSS. (See chart #2.)

Types and Purpose of Training. The task of training personnel was complex because of the varied and unusual activities which OSS undertook. Although no set schedule, or order of courses, was required for all men, the complete training of a secret agent, whether for espionage or sabotage, took approximately sixteen weeks. Three weeks were spent in a very intensive course of basic instruction. During this period the techniques of espionage and intelligence were examined, and the student's capabilities evaluated. Ten weeks were devoted to communications training, and three weeks were reserved for special training to prepare the man for his particular mission. For example, SO special training emphasized physical conditioning and knowledge of sabotage devices; MO, I-2, OG, and MU were similarly concerned with their respective specialities. The major goal of the whole program

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was psychological---to develop in the student-agent an attitude of mind which would respond to an emergency in accordance with the exigencies of the particular situation. Examples were cited and principles discussed, not for the purpose of learning them by rote, but so that the student could use them as a springboard for his own ingenuity.

Other major contributions of S&T included: (1) provision for required basic military training for enlisted army men; (2) establishment of assessment areas where the capabilities of prospective trainees could be judged; (3) establishment of parachute schools both here and abroad; (4) establishment of area and language courses under university auspices; (5) supplying of instructors and training materials for overseas posts.

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III. STRATEGIC SERVICES UNIT (SSU) 1 October 1945 to 20 October 1946

The beginning of peace time intelligence training started under SSU. Although S&T retained its status as a separate branch, the scope and variety of instruction was greatly diminished in comparison with the wartime set-up. The functions and status of S&T were naturally determined by the policies laid down to govern the rest of the organization. Thus the reduction of staff throughout the organization was reflected in S&T. Immediately after OSS was abolished, S&T was limited to a chief, his deputy, and five instructors. S&T suffered for several years from lack of personnel, insufficient space or time to give instruction, and from lack of direction or recognition from the branches it was to serve. In other words, S&T was confronted with a two-fold problem. It not only had to organize and prepare a training program, it had also to sell that program to the branches.

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A major development in the training function occurred after SI and X-2 activities were combined under one operational head in June, 1946. Thereafter, S&T became responsible for both counterespionage and espionage training. Late in 1945, S&T was relieved of the responsibility for communications training, and from that time until May, 1946, organized study was limited to individual instruction. This tutorial instruction was given mostly to officers from the SI branch. It was very informal and was geared to meet the student's individual needs.

Beginning in May, 1946, a series of five intelligence courses was given in two rooms in Qas building. These courses were offered for personnel above the clerical level, and were intended both to indoctrinate new field and headquarter personnel of SSU, and to re-orient veteran field and headquarter personnel towards the problems of peace time operations. This was a general type of course which touched on a wide variety of positive and counterintelligence subjects. The content and instruction in the first courses left much to be desired, but an attempt was made to improve the course and add additional subject matter each time it was given. It was increased from one to four weeks in length during the period of five different presentations. Beginning with the fourth intelligence course (August, 1946), a two-week period of additional instruction was set up to follow. This additional instruction dealt principally with special investigative techniques and photographic training. It was organized on the basis of the individuals' particular missions and operational areas.

Covert training was first set up in May, 1946. At that time the organization had little understanding of security. The covert section's first job was to indoctrinate the branch desks with the importance of security and the means by which it could be accomplished. Training of covert personnel was entirely on a tutorial basis, and dealt with many of the same subjects that were presented in the intelligence officers' course. The emphasis, however, was primarily on tradecraft and reporting, and much more attention was given to security and cover.

IV. CENTRAL INTELLIGENCE GROUP (CIG), 20 October 1946 to July 1947; and CENTRAL INTELLIGENCE AGENCY (CIA), July, 1947 to July, 1949

The training branch of OSO/CIG, conducted two, five-week courses in late 1946, and early 1947, which were very similar to the four-week courses offered under SSU. The courses were also followed by two weeks of special instruction. Early in 1947, S&T was made responsible for coordinating training from other branches of the organization and from the Department of State. Coordination was required for some technical and special training, language study, and State Department instruction.

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In February, 1947, OSO Staff Training was revised, and four separate courses set up. The new program provided for:

- (1) a basic intelligence course of two weeks;
- (2) an advanced intelligence of three weeks;
- (3) special training similar in content and set-up to that provided under SSU; and
- (4) an indoctrination course for administrative personnel of one week.

These classes were continued regularly. They served as a pattern for the training program that developed and is currently serving OSO and OPC.

The gradual extension of class periods and changes in course titles and content is, in a sense, a criteria indicating the growth of the training program. The first seven courses were referred to as "OSO Intelligence Courses." Beginning with the fifth course (19 May 1947), the advanced portion was increased to four instead of three weeks.

Courses eight and nine were called "Intelligence Officers' Courses," and beginning with nine (12 November 1947), the basic instruction was extended to four weeks, in place of the previous two, and the advanced instruction was increased to five weeks.

Beginning with course number ten (February 1948), the classes were entitled, "Basic Intelligence Training Course," and "Advanced Intelligence Training Course." The length of the basic course remained unchanged hereafter, but the advanced course was increased to six weeks in September, 1948, and finally to seven weeks in June, 1949.

The administrative class was increased to two weeks in June, 1947, and then to three weeks in June, 1949. The two-week course dealt first with basic orientation and then field administration. The three-week course devoted a week each to stenographic skills, headquarters orientation, and field administration.

Until late in 1947, S&T was still crippled from the lack of qualified personnel, and the support and recognition which it needed so badly from the branches. By 1948, however, more support began to be given S&T, and more time and space for instruction were obtained. Additional physical facilities were acquired in Buildings 13 and 14, the Garage, and "L" building, in 1948. Early in 1949, when the joint OSO/OPC training program was under final consideration, Building 30 was acquired.

Classes began to be crowded; S&T was not able to accommodate all the students that had applied for admission. In June, 1948, therefore, a pool

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was set up to take care of non-security cleared personnel and personnel who were waiting to be admitted to classes. While in the pool, the student received directed area study of overt materials. This later developed into what was called "The Basic and Interim Study Program." The peak load in the pool was about seventy-five persons in September, 1948. Since then the pool has been very much reduced because of the urgent need for personnel in the branches, and the policy of waiting until after security clearance to employ people.

By June, 1949, twenty-two administrative classes had been given; technical and overt (tutorial) training had been continued on a scale appropriate for the varied and expanding needs of the branches served. The concept of specialized instruction as currently interpreted, however, had not been developed. By 11 August 1949, twenty basic and seventeen advanced intelligence courses had been given.

The functions of training, as envisioned in 1947, and enlarged upon thereafter, can be summarized by listing the various sections of the program.

Intelligence Training Section

- Basic Intelligence Training Course (2,4 weeks)

- Advanced Intelligence Training Course (3,4,5,6,& 7 weeks)

Administrative Training Section

- Basic Administration Course (1,2 Weeks)

- Advanced Administration (1 week)

Technical Training Section

- Photographic Training

- CI Techniques

- Special Investigators' Training

- Basic Familiarization in Sound and Surveillance Equipment

- Others if needed

- Special Tutorial Training Section (Provided reading courses or special instruction in accordance with student's needs)

- Communications Training Section (coordinated)

- Cryptographic Training Section (coordinated)

- Documentation Section (coordinated)

- Cover and Authentication

- Secret Writing

- State Department Training (coordinated)

- State Department Indoctrination Course (Clerk and Officer courses)

- State Department Language Courses at Foreign Service Institute

- Other Language Training (coordinated)

- Testing and Assessment Section

- Library Section

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Research Section
Section for Non-Security Cleared Trainees
Covert Training Section (tutorial)

From August, 1948, until 31 July 1949, TBS reported that 303 full-time students and 179 part-time students had attended intelligence courses; 484 had received technical training of various kinds (including documentation and cryptographic training). During the same period 166 persons were reported trained or in training by the covert section, and 214 were reported as having taken the administrative instruction.

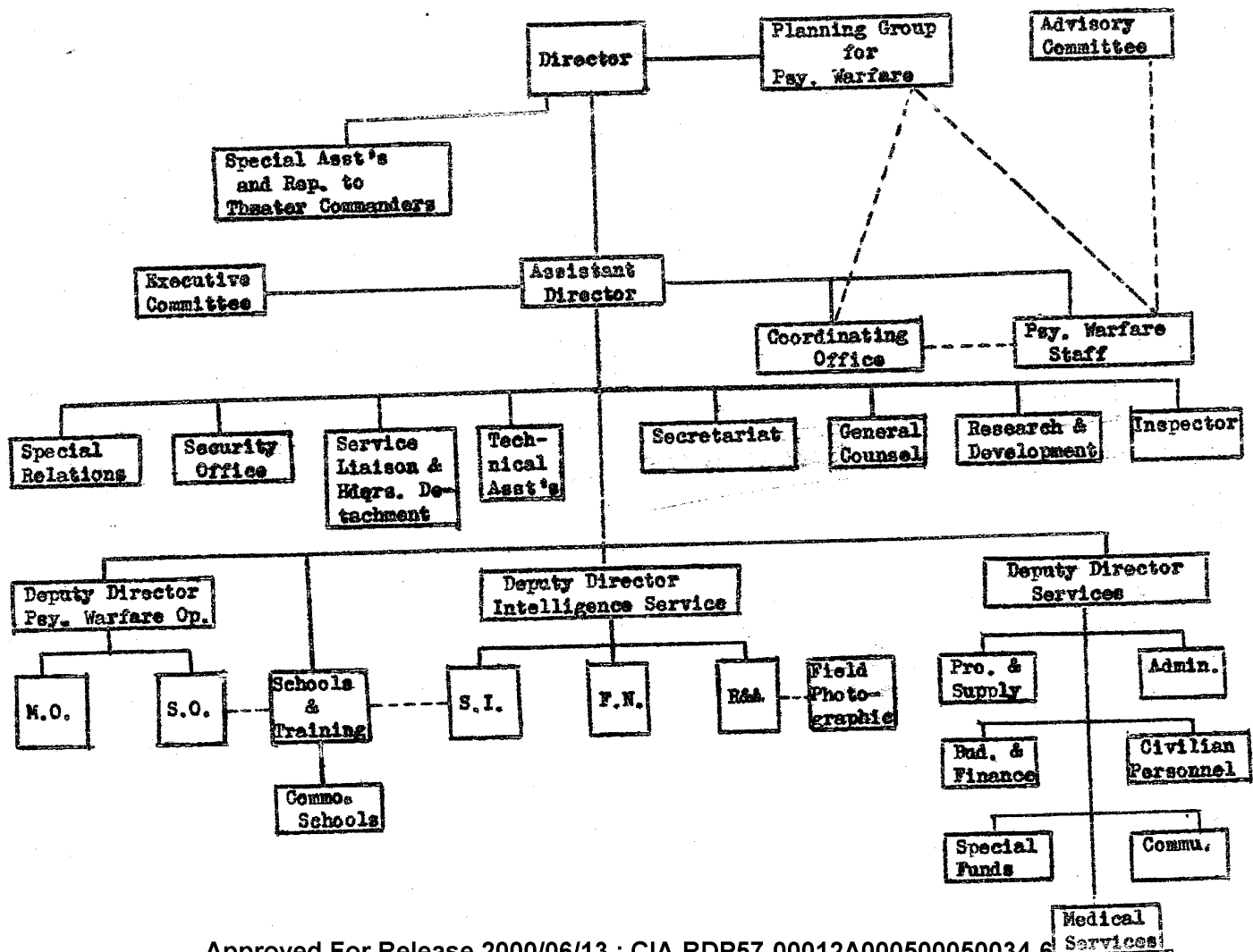
As compared with an estimated 25 to 30 people receiving instruction in early 1946, the total number of persons trained or in training in January, 1947, was 219; in June, 1947, 223; in December, 1947, 123; in June, 1948, 172; and in December, 1948, 180. The average number of persons receiving training monthly from 1 August 1948, until 31 July 1949, was 245. Training enrollment increased from 193, in August 1948, to 303, in July 1949.

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Jan. 2, 1943

OFFICE OF STRATEGIC SERVICES

ORGANIZATION CHART

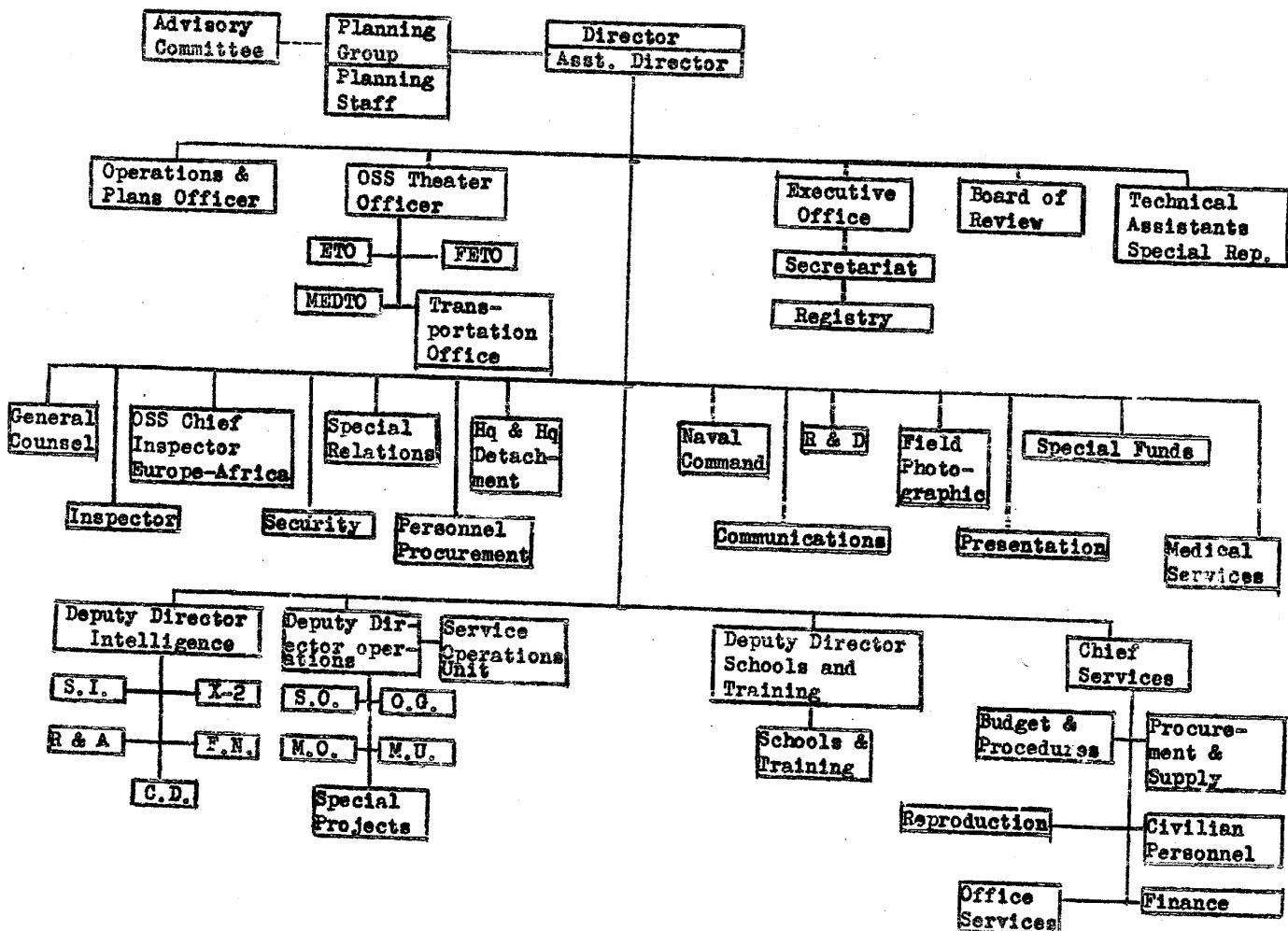


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